

H U G O B O S S

Roadshow Frankfurt // Kepler Cheuvreux

HUGO BOSS Company Handout

August 5, 2014

Mark Langer (CFO) & Dennis Weber (Head of Investor Relations)

Agenda

Half Year Results 2014

Update on Key Strategic Initiatives

Outlook

Agenda

Half Year Results 2014

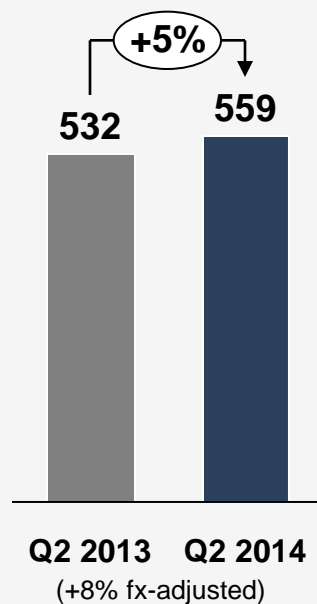
Update on Key Strategic Initiatives

Outlook

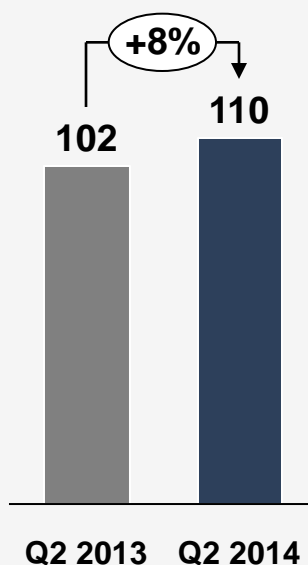
Robust second quarter increases drive top and bottom line growth in the first half year

Second quarter results

Sales
(in EUR million)

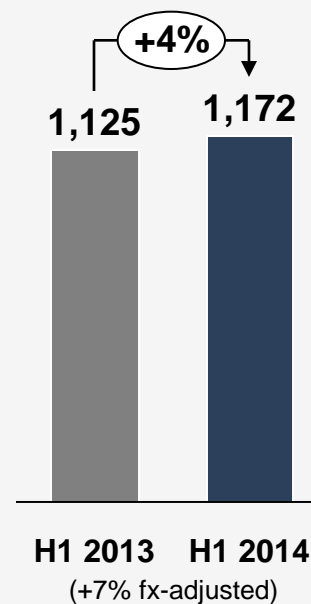


EBITDA before special items
(in EUR million)

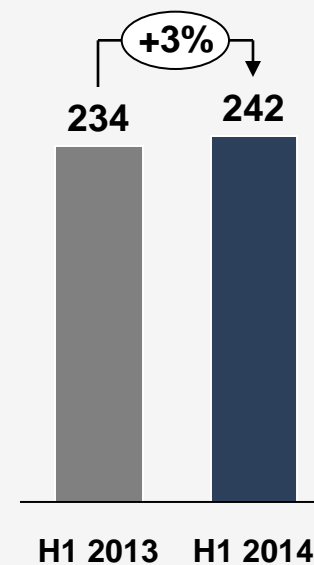


First half year results

Sales
(in EUR million)



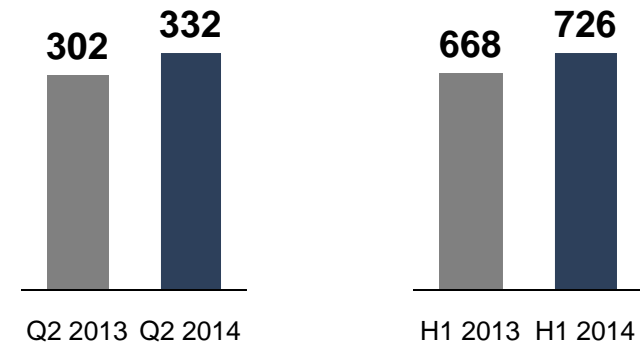
EBITDA before special items
(in EUR million)



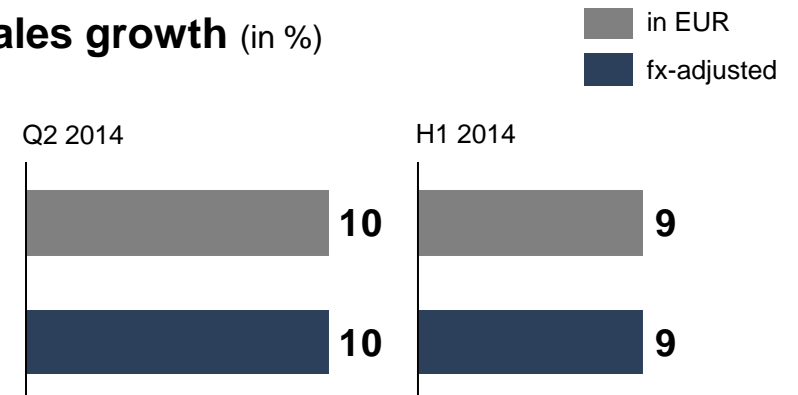
Region Europe an area of strength

- Broad based sales increases across the region with particular strength in the UK
- Further improvement of own retail execution major growth driver
- Confident outlook for remainder of the year

Sales (in EUR million)



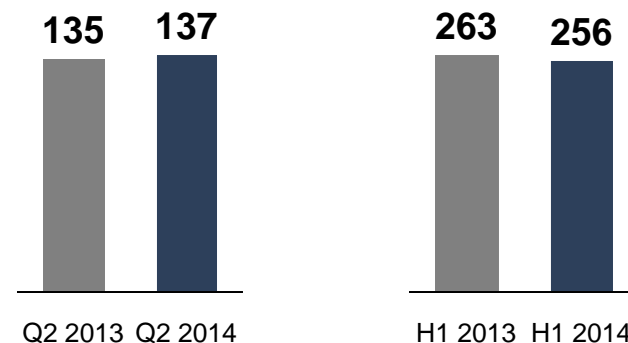
Sales growth (in %)



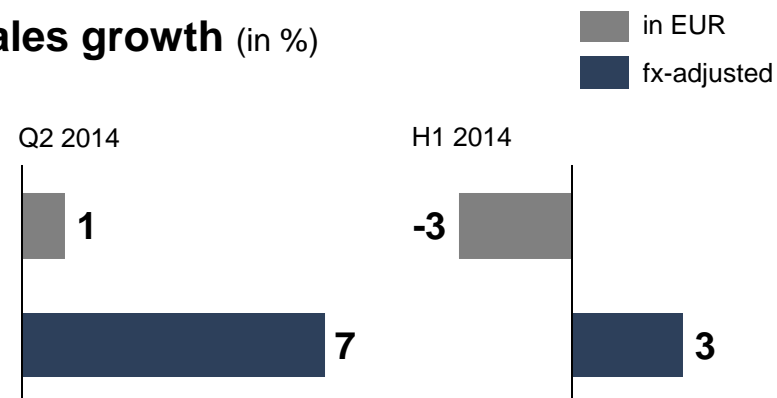
Improving trends in the Americas

- HUGO BOSS returns to growth in the second quarter
- Group has maintained strict pricing discipline in a highly promotional market environment
- Upgrade of shop-in-shop portfolio at Saks ongoing

Sales (in EUR million)



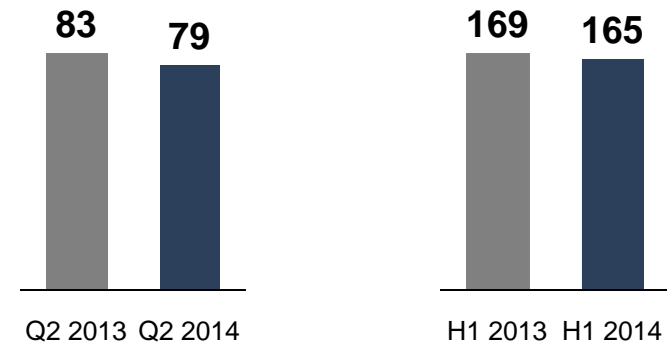
Sales growth (in %)



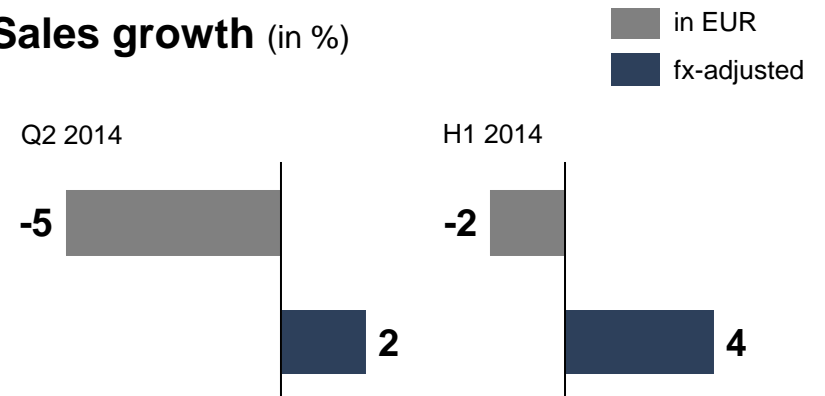
Mixed performance in Asia

- Robust growth in Australia and the region's smaller markets
- Solid performance in Japan
- Chinese market to remain challenging for the foreseeable future

Sales (in EUR million)



Sales growth (in %)



Art of Tailoring exhibition strengthens brand perception in menswear clothing



HUGO BOSS acquires full control of its store network in China and Macau

- Remaining 40% stake in joint venture with former franchise partner Rainbow Group taken over effective June 30
- Grown retail sophistication and strong operational platform key enabler
- Consolidation of distribution activities to drive quality of brand presentation and sales productivity

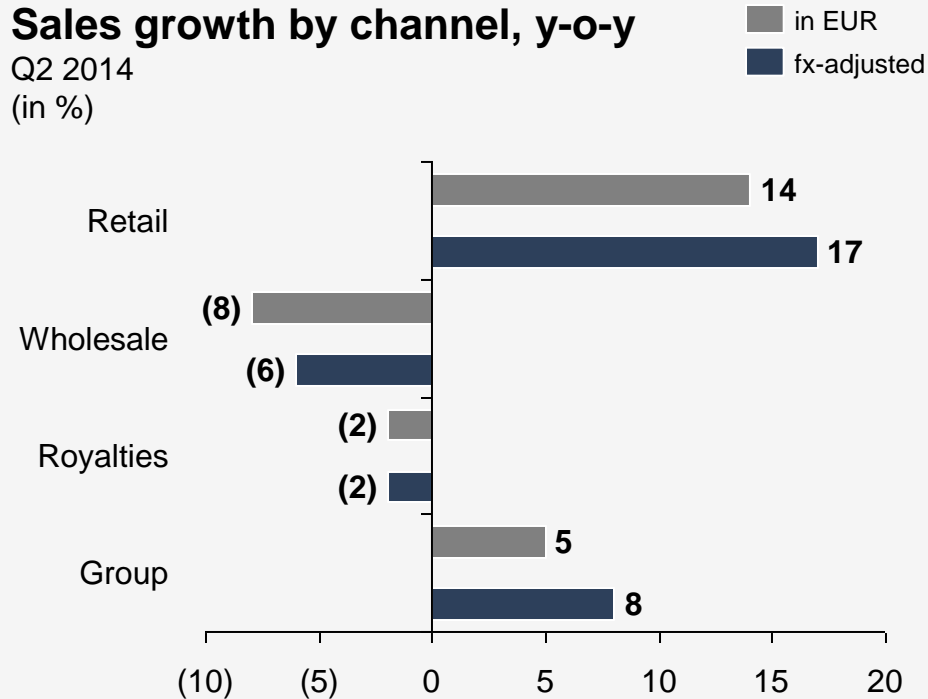


BOSS Store
Nanjing Deiji (former JV Store)

Strong own retail growth drives Group sales increase

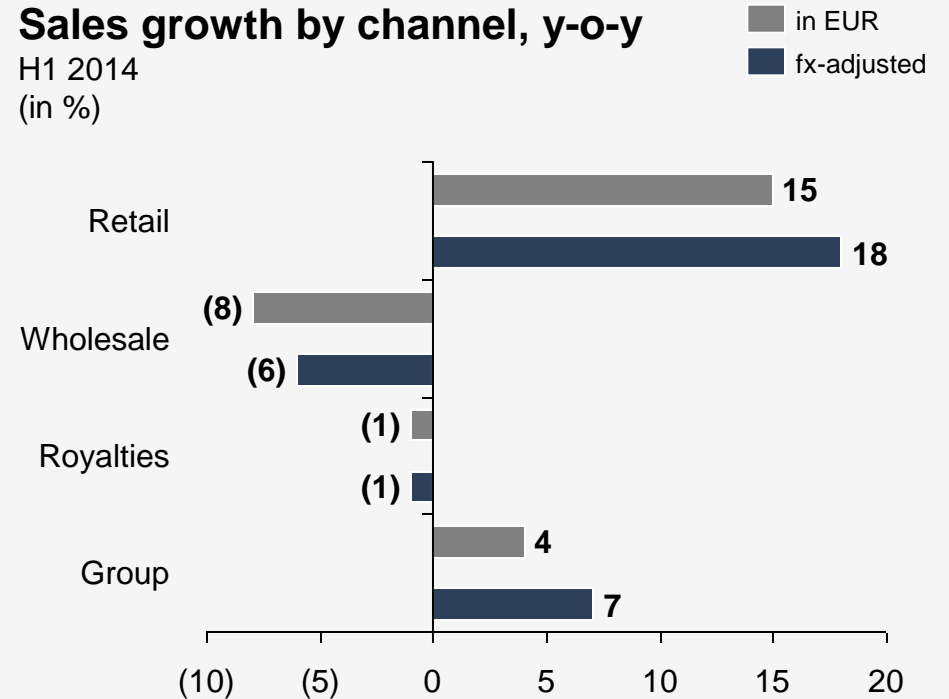
Sales growth by channel, y-o-y

Q2 2014
(in %)



Sales growth by channel, y-o-y

H1 2014
(in %)

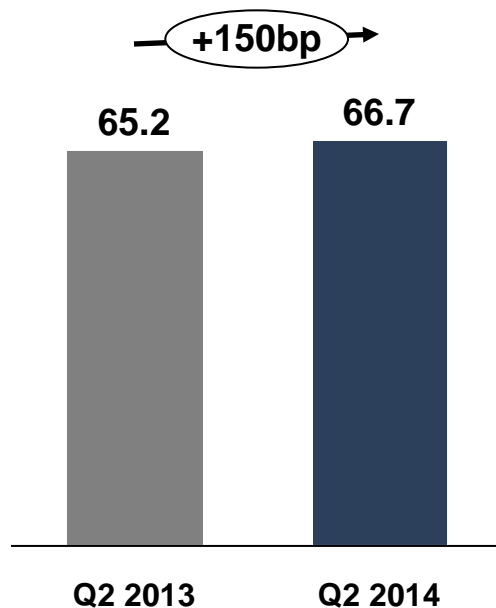


- Solid comp store sales increases (4% in Q2, 5% in H1) support double-digit **retail** growth
- Cautious customer sentiment, takeovers and delivery shifts impact **wholesale** performance
- **Royalties** business down slightly despite robust growth in watches and female fragrances

Gross margin strength continues

Gross profit margin development

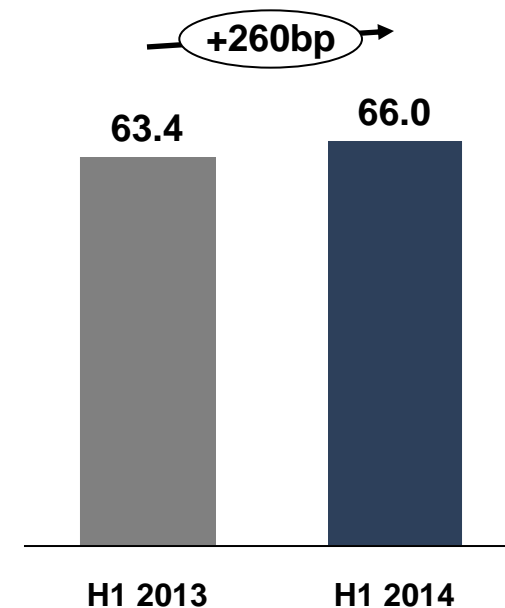
Q2 2014
(in %)



- Distribution channel mix
- Reduction of markdowns

Gross profit margin development

H1 2014
(in %)



- Distribution channel mix
- Reduction of markdowns

Healthy profit increase despite higher costs

in EUR million			
	H1 2014	H1 2013*	Change in %
Sales	1,171.5	1,125.2	4
Gross profit	773.6	713.6	8
In % of sales	66.0	63.4	260 bp
Selling and distribution expenses	(460.4)	(408.1)	(13)
Administration expenses	(120.8)	(114.5)	(5)
Other operating income and expenses	(0.8)	(4.1)	80
Operating result (EBIT)	191.6	186.9	3
In % of sales	16.4	16.6	(20) bp
Financial result	(4.0)	(11.3)	65
Earnings before taxes	187.6	175.6	7
Income taxes	(43.2)	(40.4)	(7)
Net income	144.4	135.2	7
Attributable to:			
Equity holders of the parent company	143.2	133.8	7
Earnings per share (EUR)**	2.07	1.94	7
EBITDA before special items	241.5	234.3	3
In % of sales	20.6	20.8	(20) bp

*Certain amounts shown here do not correspond to the figures published in prior years and reflect adjustments made.

**Basic and diluted earnings per share.

Investments in own retail, marketing and logistics main driver of higher **selling and distribution expenses**

Adjusted EBITDA margin down 20 basis points due to increased operating expenses as a percentage of sales

Financial result benefits from lower interest expenses

Diverging margin trends by region

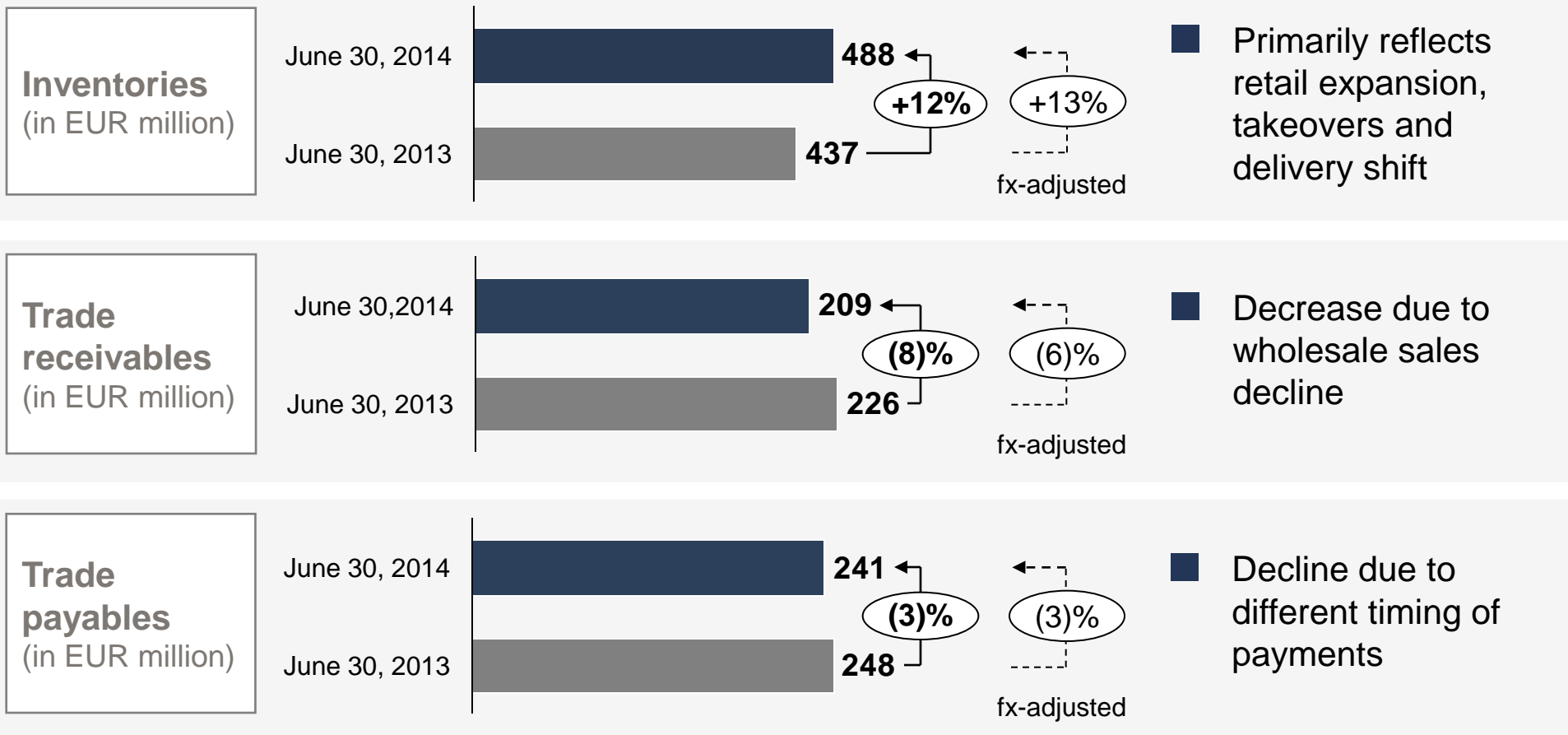
in EUR million					
	H1 2014	In % of sales	H1 2013*	In % of sales	Change in %
Europe**	243.0	33.5	222.5	33.3	9
Americas	61.3	24.0	57.2	21.8	7
Asia/Pacific	50.0	30.3	61.4	36.3	(19)
Royalties	20.4	82.5	20.8	83.2	(2)
Segment profit operating segments	374.7	32.0	361.9	32.2	4
Corporate units/consolidation	(133.2)		(127.6)		(4)
EBITDA before special items	241.5	20.6	234.3	20.8	3

- Strong top line momentum supports further margin increase in **Europe**
- Strict pricing discipline benefits profitability in the **Americas**
- Muted sales development and brand investments cause operating deleverage in **Asia**

*Certain amounts shown here do not correspond to the figures published in prior years and reflect adjustments made.

**Incl. Middle East and Africa.

Higher working capital position due to inventory increase

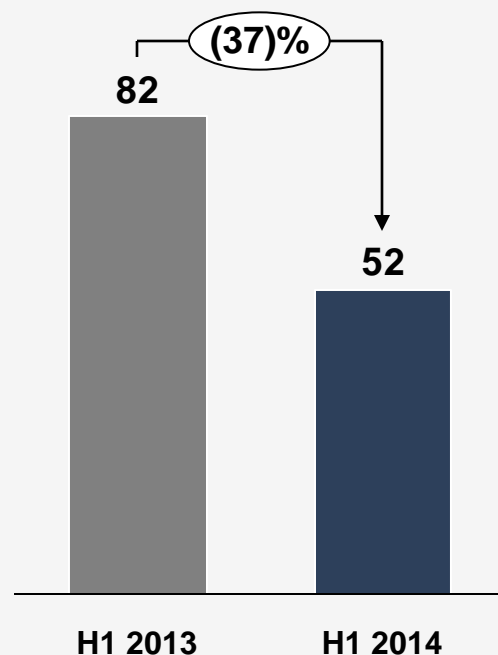


Trade net working capital up 10% to EUR 456 million

Non-recurrence of prior year infrastructure investments supports free cash flow generation

Investments

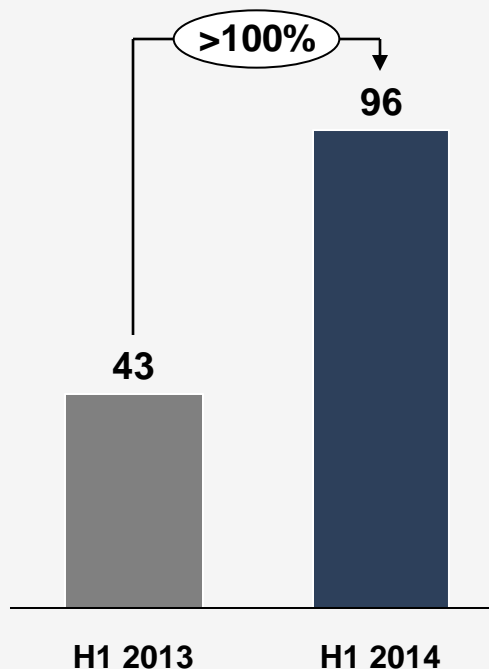
(in EUR million)



■ Moderation despite growing own retail investments

Free cash flow

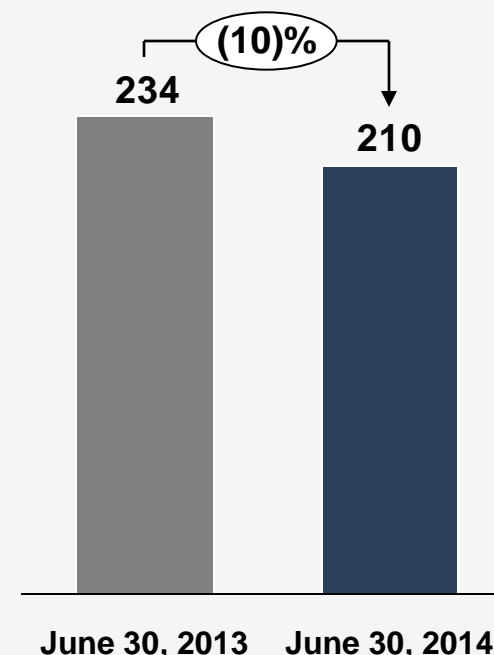
(in EUR million)



■ Cash generation supported by profit growth and lower investments

Net debt

(in EUR million)



■ Free cash flow growth overcompensates higher dividend payout

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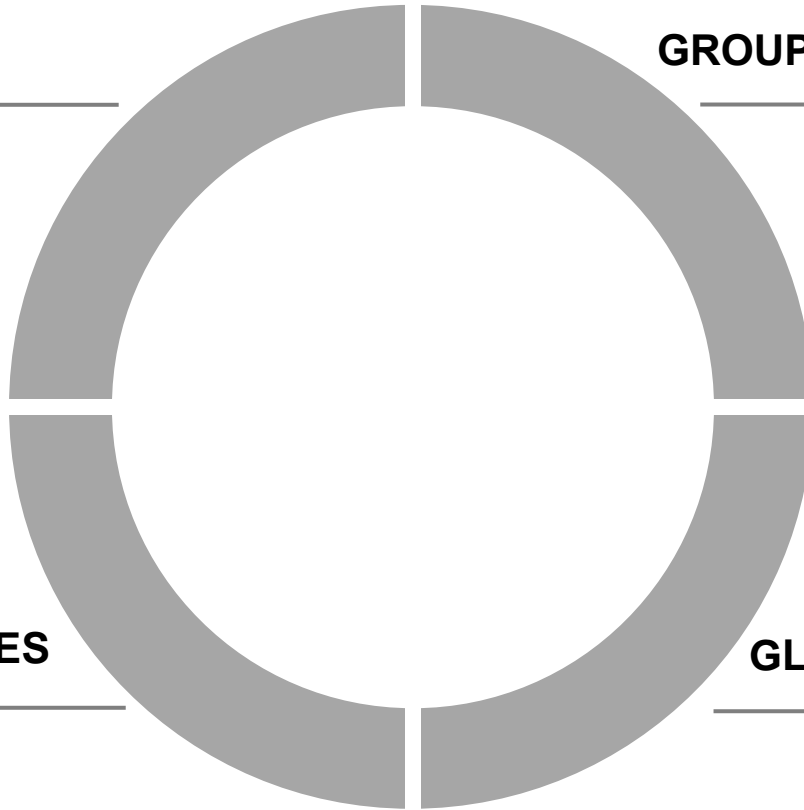
Important initiatives in all areas of Group strategy

**MAXIMIZING
BRAND ATTRACTIVENESS**

**GROWING THE
GROUP'S OWN RETAIL BUSINESS**

**IMPROVING
OPERATIONAL PROCESSES**

**LEVERAGING
GLOBAL GROWTH POTENTIAL**



Womenswear has built momentum



Unprecedented editorial coverage





New BOSS Ma Vie fragrance launched





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Germany celebrates epic World Cup win in BOSS



Martin Kaymer dominates US Open in BOSS



HUGO BOSS and Mercedes-Benz enter into international cooperation



HUGO BOSS seizes expansion opportunities in travel retail

Hong Kong
Terminal 1



Madrid
Terminal 4



Heathrow
Terminal 2



Copenhagen
Terminal 2



Region Europe focus of retail expansion activities in the first half year

Number of own retail stores as of June 30, 2014

(December 31, 2013: 1,010)

TOTAL	1,028 (+18)
Openings	51
thereof takeovers	14
Closings	33

Europe	588 (+12)
Openings	27
thereof takeovers	1
Closings	15

Americas	201 (+1)
Openings	4
thereof takeovers	-
Closings	3

Asia/Pacific	239 (+5)
Openings	20
thereof takeovers	13
Closings	15

* incl. Middle East and Africa.



Flat-packed goods distribution center fully operational



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Full year financial guidance reconfirmed

Outlook 2014

Sales growth (currency-adjusted)

High single-digit

Growth of EBITDA before special items

High single-digit

Capex

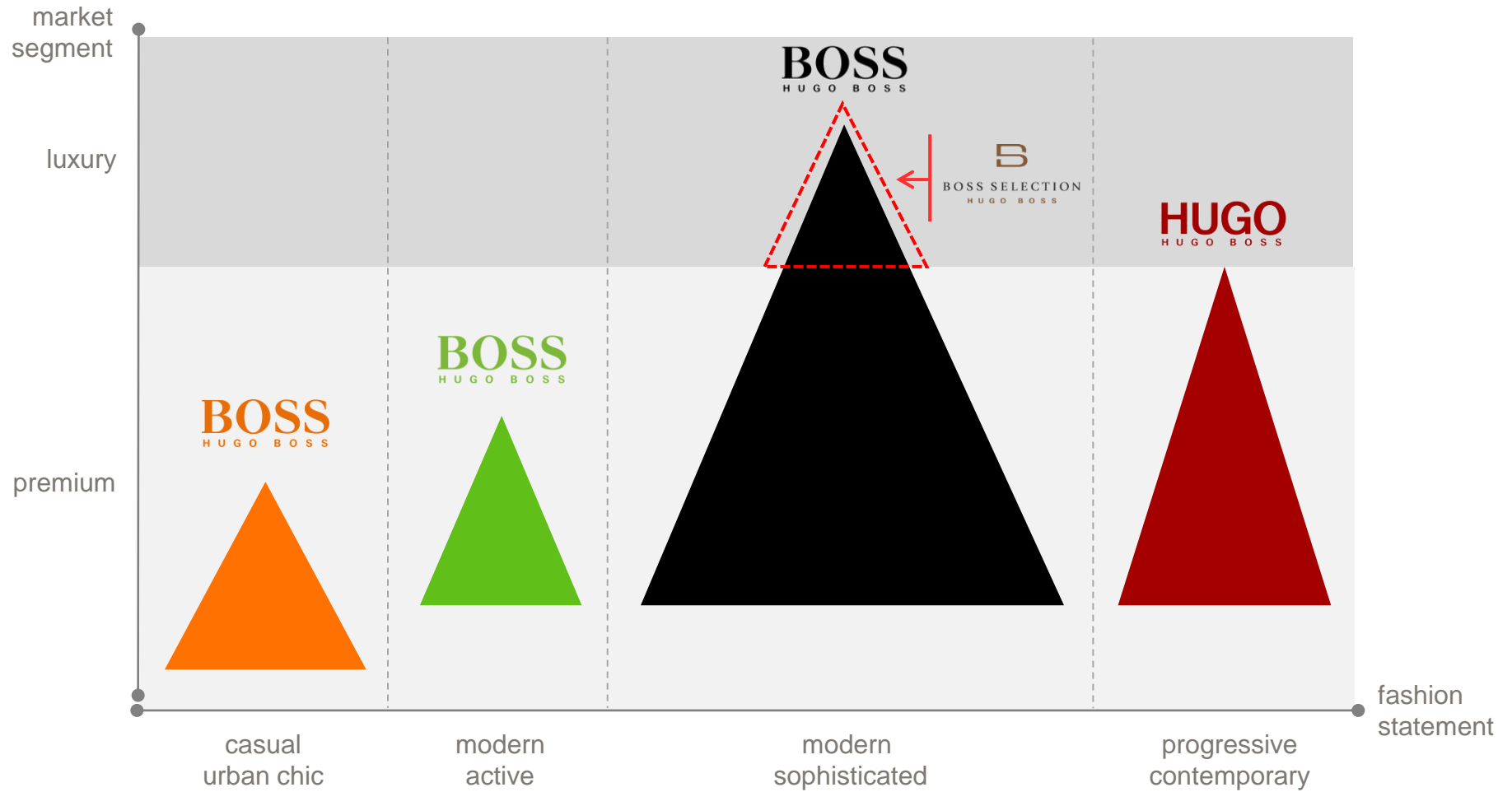
EUR 110 million - EUR 130 million

Own retail network

Around 50 net openings

BACKUP

HUGO BOSS brand architecture



Brand portfolio

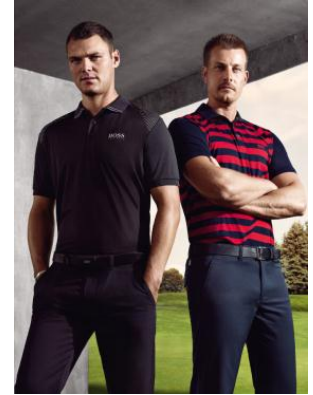
BOSS
HUGO BOSS

71% of Group sales
modern / sophisticated



BOSS
HUGO BOSS

8% of Group sales
modern / active



BOSS
HUGO BOSS

12% of Group sales
casual / urban chic



HUGO
HUGO BOSS

9% of Group sales
progressive / contemporary



Sales by region 2013

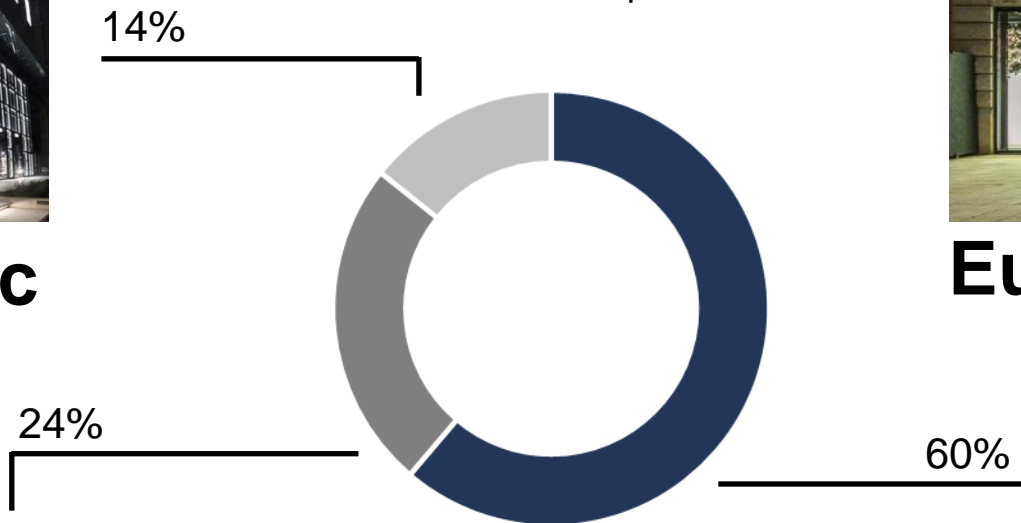


Asia/Pacific



Europe

Share of Group sales*

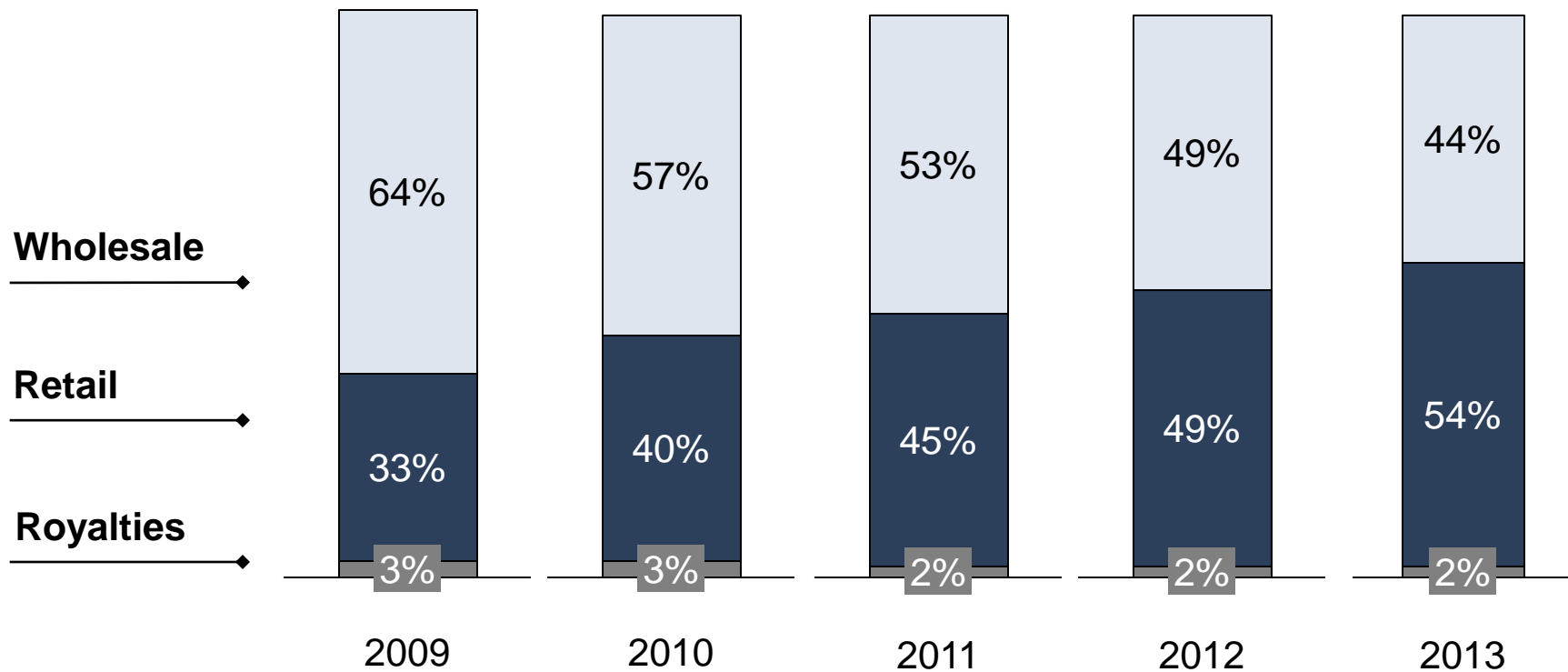


Americas

*+2% Royalties.

Sales split by distribution channel

Sales by distribution channel



Five year overview*

in EUR million	2013	2012	2011	2010	2009
Earnings Position					
Sales	2,432.1	2,345.9	2,058.8	1,729.4	1,561.9
Gross profit	1,579.6	1,444.1	1,252.0	1,022.4	836.2
EBITDA	561.4	523.9	468.0	340.1	226.5
EBITDA before special items	564.7	528.1	469.5	353.7	269.2
EBIT	456.2	432.0	394.6	267.9	157.4
Net income attributable to equity holders of the parent company	329.0	306.5	284.9	188.9	105.5
Financial Position and Dividend					
Free cash flow	230.0	220.6	194.9	246.3	299.5
Net debt	57.0	130.4	149.1	201.1	379.1
Capital expenditures	185.3	165.8	108.5	55.6	48.3
Depreciation/amortization	105.3	91.9	73.4	72.2	69.1
Dividend	230.5	215.3	199.1	139.7	66.6
Asset and Liability Structure					
Total assets	1,501.3	1,577.2	1,419.6	1,342.8	1,065.4
Shareholders' equity	740.3	631.6	517.3	361.2	205.5
Trade net working capital	431.8	408.5	399.6	322.7	295.6
Non-current assets	611.5	587.7	503.2	454.5	435.0
Key Ratios					
Gross profit margin in %	64.9	61.6	60.8	59.1	53.5
Adjusted EBITDA margin in %	23.2	22.5	22.8	20.5	17.2
Total leverage**	0.1	0.2	0.3	0.6	1.4
Equity ratio in %	49.3	40.0	36.4	26.9	19.3

*Certain amounts shown here do not correspond to the figures published in prior years and reflect adjustments made.

**Net debt/EBITDA before special items and expenses for the "Stock Appreciation Rights Program".

Income statement

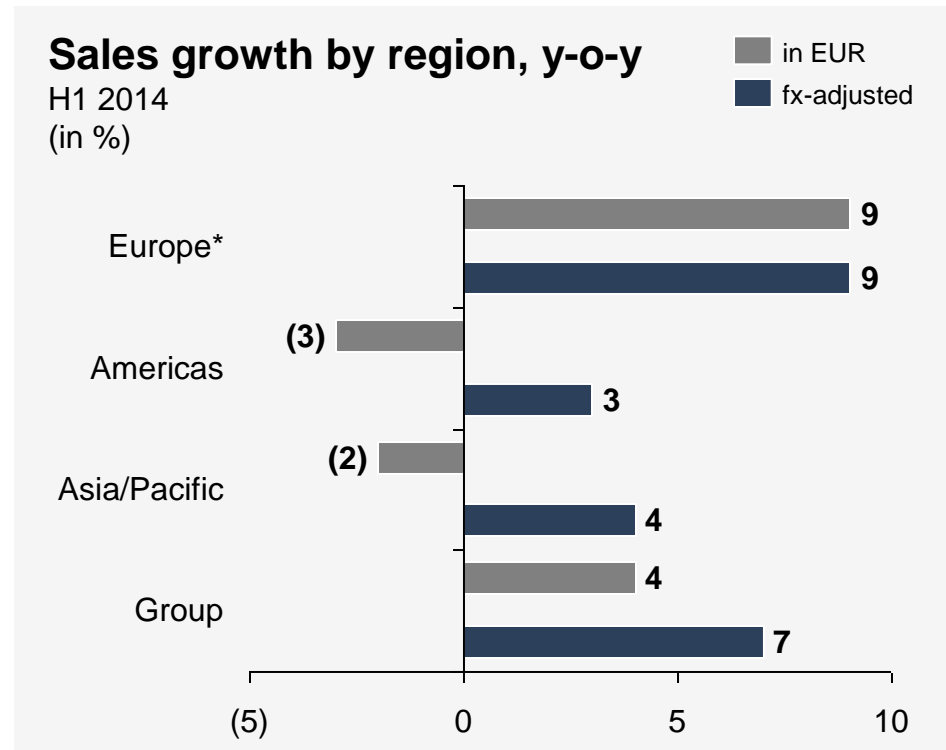
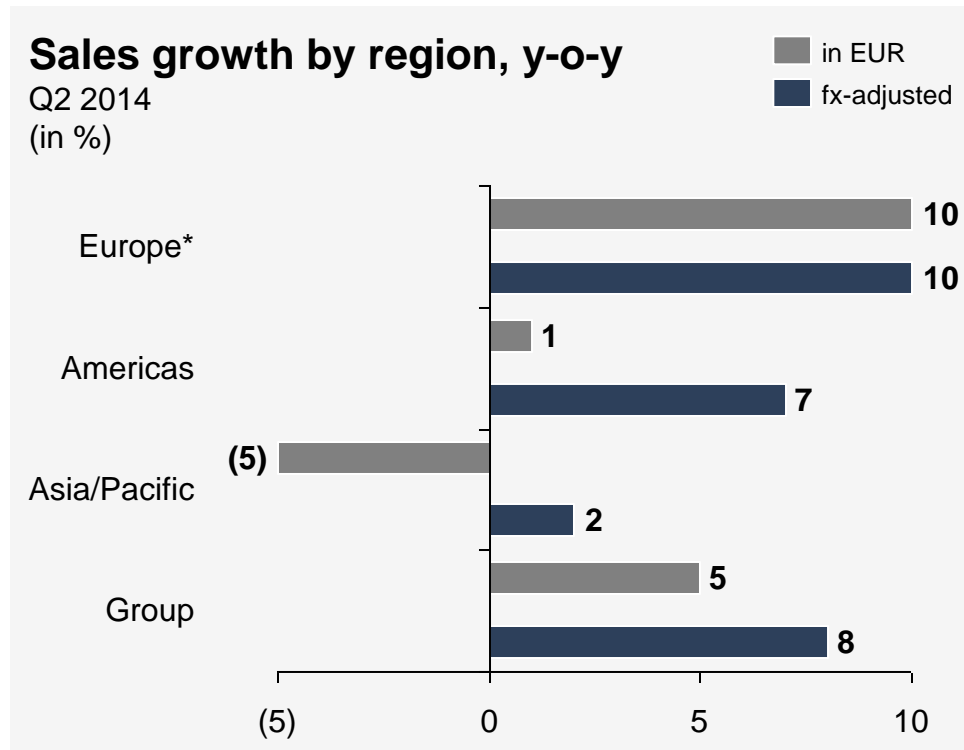
in EUR million

	Q2 2014	Q2 2013*	Change in %	H1 2014	H1 2013*	Change in %
Sales	558.9	531.7	5	1,171.5	1,125.2	4
Cost of sales	(185.8)	(185.0)	0	(397.9)	(411.6)	3
Gross profit	373.1	346.7	8	773.6	713.6	8
In % of sales	66.7	65.2	150 bp	66.0	63.4	260 bp
Selling and distribution expenses	(227.9)	(211.6)	(8)	(460.4)	(408.1)	(13)
Administration expenses	(60.0)	(55.3)	(8)	(120.8)	(114.5)	(5)
Other operating income and expenses	(2.3)	(4.2)	45	(0.8)	(4.1)	80
Operating result (EBIT)	82.9	75.6	10	191.6	186.9	3
In % of sales	14.8	14.2	60 bp	16.4	16.6	(20) bp
Net interest income/expense	(1.5)	(2.4)	38	(2.0)	(6.1)	67
Other financial items	0.1	(4.0)	> 100	(2.0)	(5.2)	62
Financial result	(1.4)	(6.4)	78	(4.0)	(11.3)	65
Earnings before taxes	81.5	69.2	18	187.6	175.6	7
Income taxes	(18.7)	(15.9)	(18)	(43.2)	(40.4)	(7)
Net income	62.8	53.3	18	144.4	135.2	7
Attributable to:						
Equity holders of the parent company	62.5	52.2	20	143.2	133.8	7
Non-controlling interests	0.3	1.1	(73)	1.2	1.4	(14)
Earnings per share (EUR)**	0.90	0.76	18	2.07	1.94	7
EBITDA before special items	110.2	101.8	8	241.5	234.3	3
In % of sales	19.7	19.1	60 bp	20.6	20.8	(20) bp

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**Basic and diluted earnings per share.

Sales by region

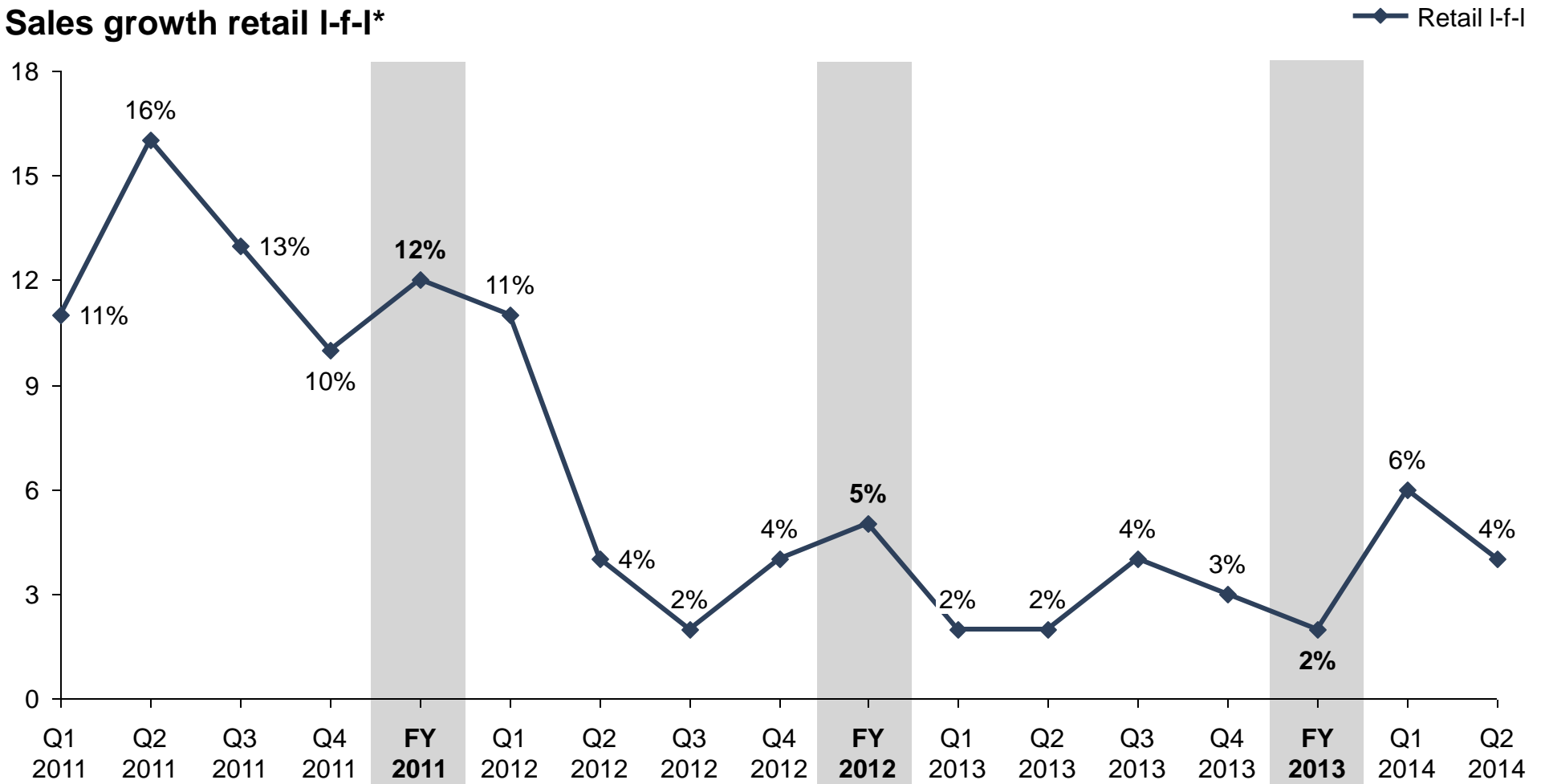


- UK and Germany strongest growing major markets in **Europe**
- **Americas** return to growth in second quarter
- Increases in **Asia/Pacific** supported by good performance in Australia and Japan

*incl. Middle East and Africa.

Retail comp stores sales growth

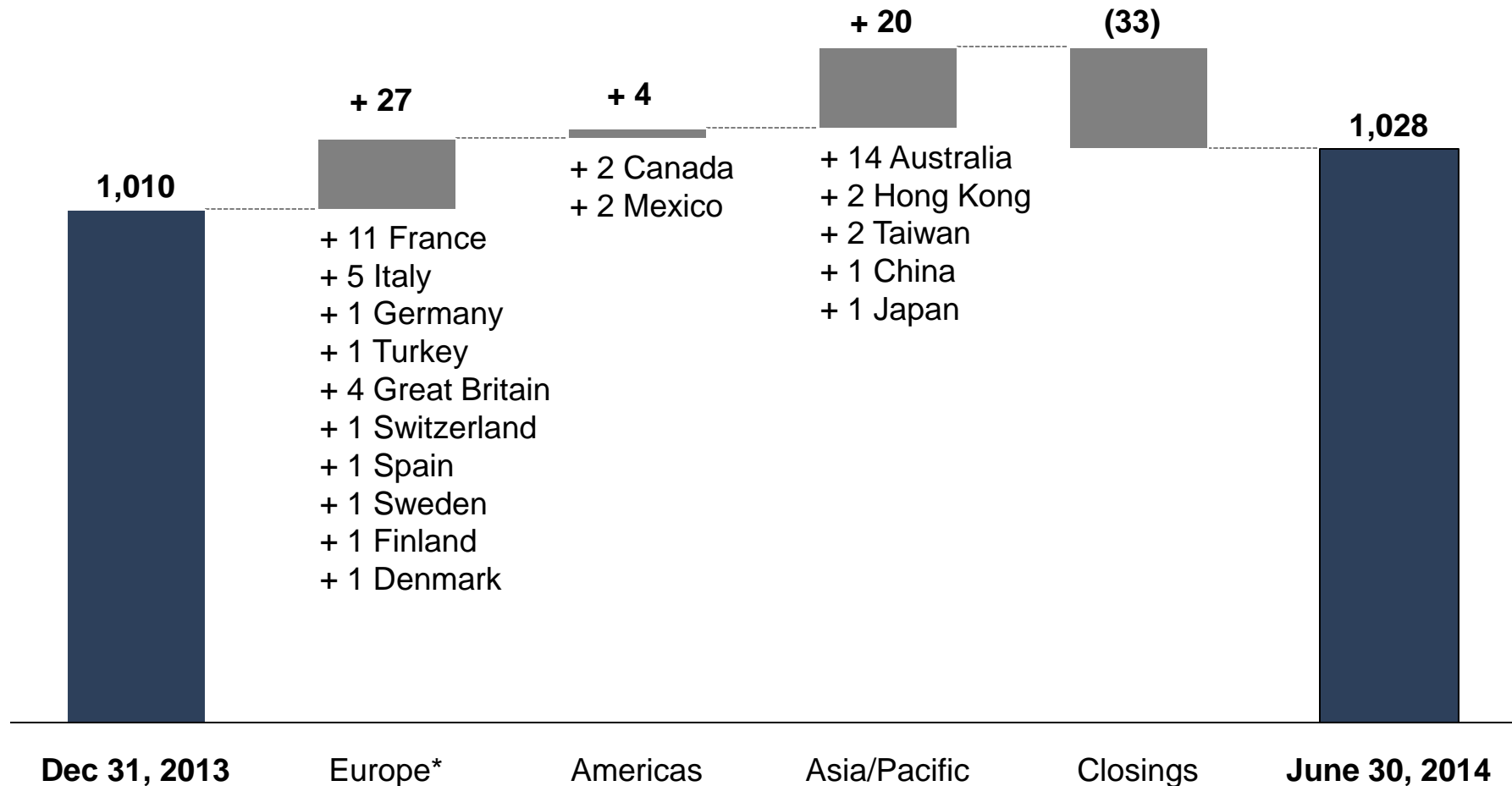
Sales growth retail I-f-I*



*fx-adjusted.

Retail network

Number of own retail stores:

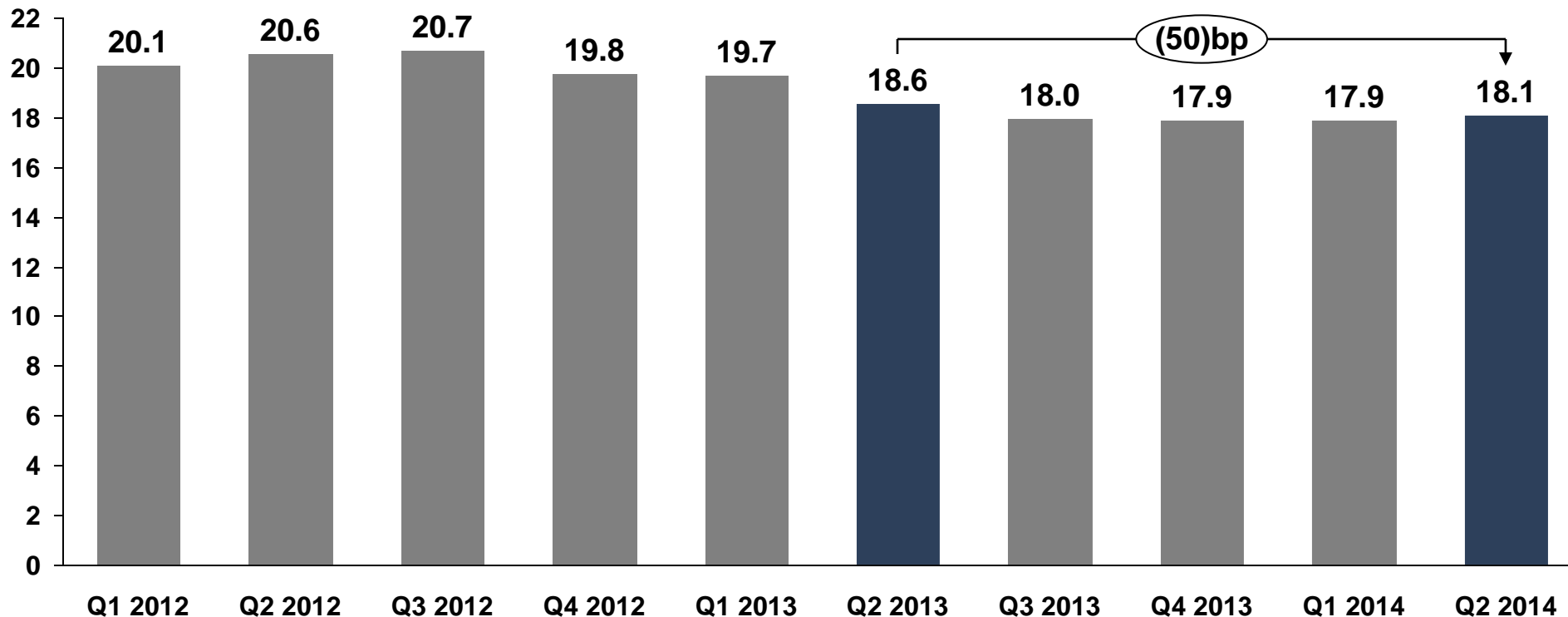


*Europe incl. Middle East and Africa.

Trade net working capital

Average trade net working capital as a percentage of sales by quarter*

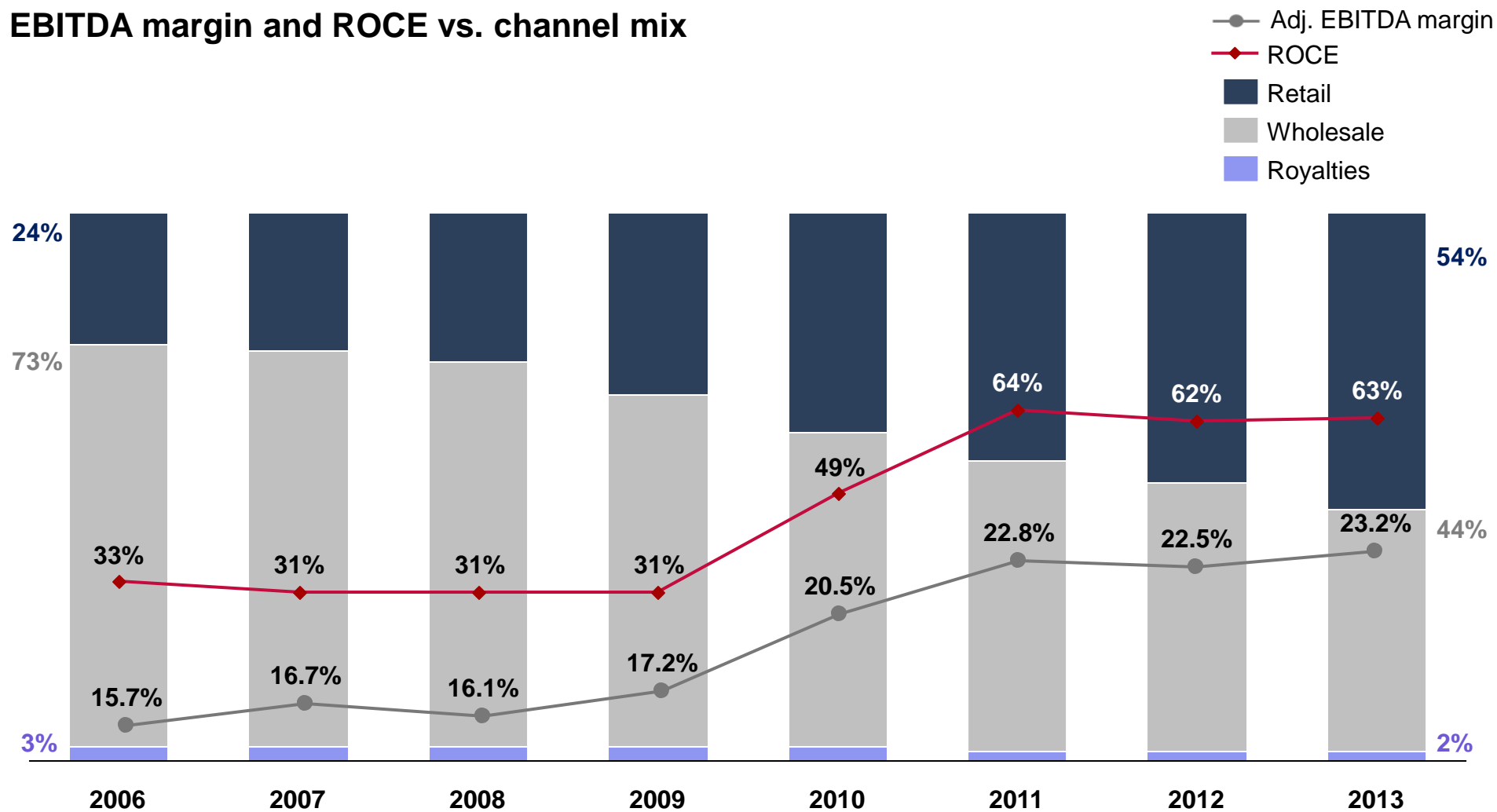
(in %)



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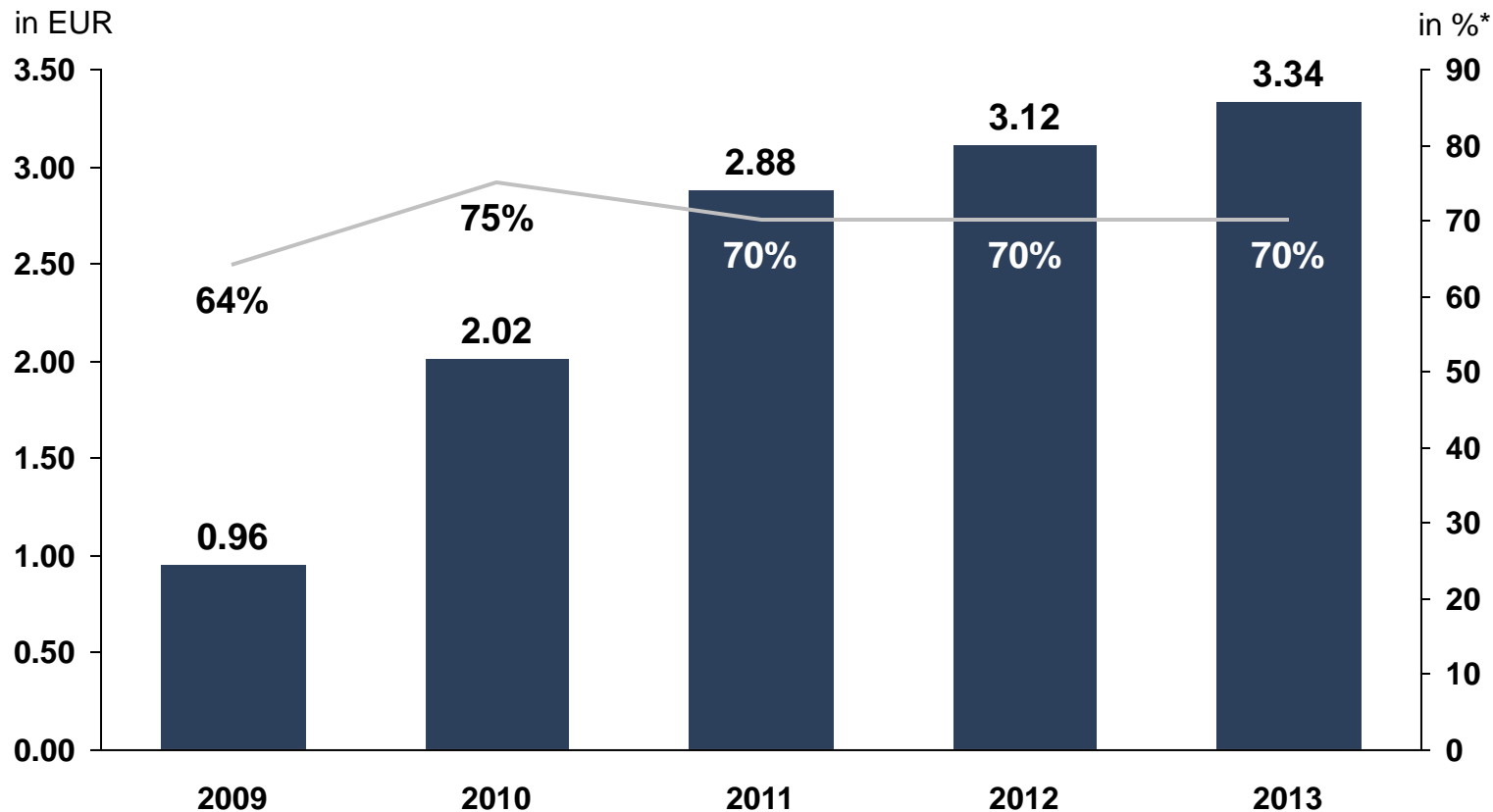
ROCE development

EBITDA margin and ROCE vs. channel mix



Dividends

Dividend and payout ratio

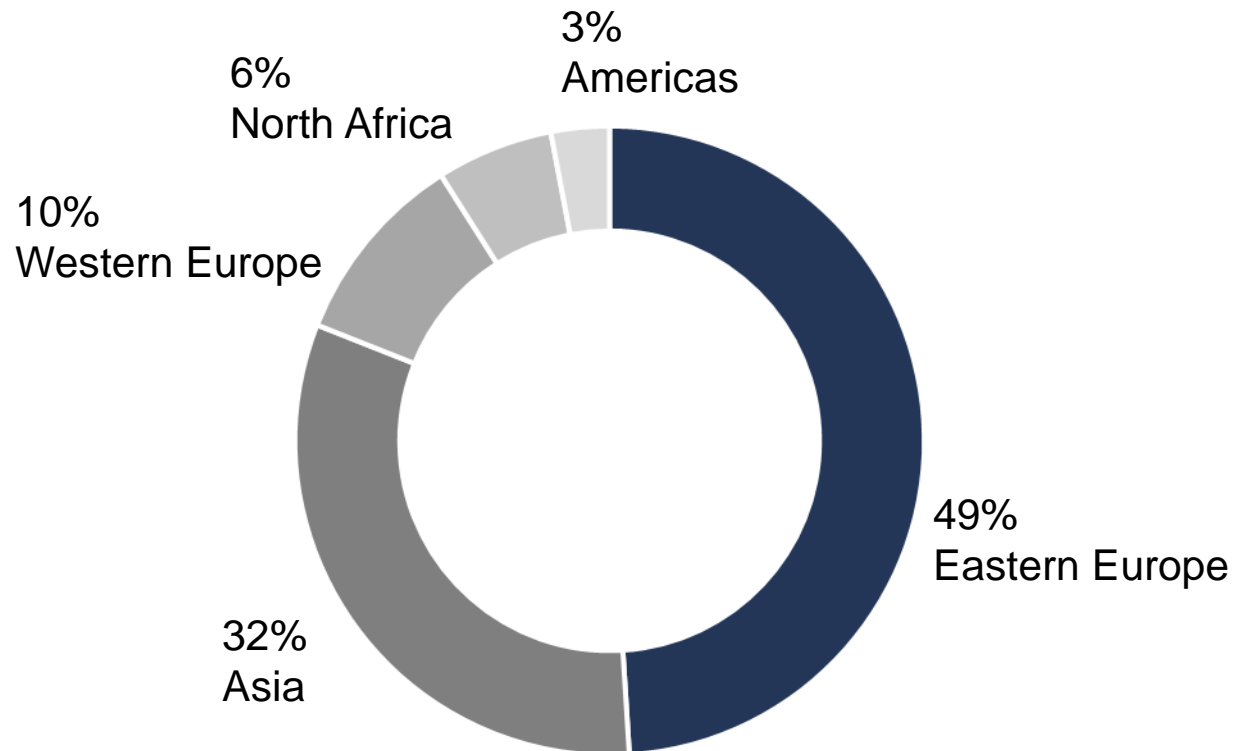


➔ Proposal in line with dividend policy of 60% to 80% payout of consolidated net profit

*As a percentage of net income attributable to the shareholders of the parent company.

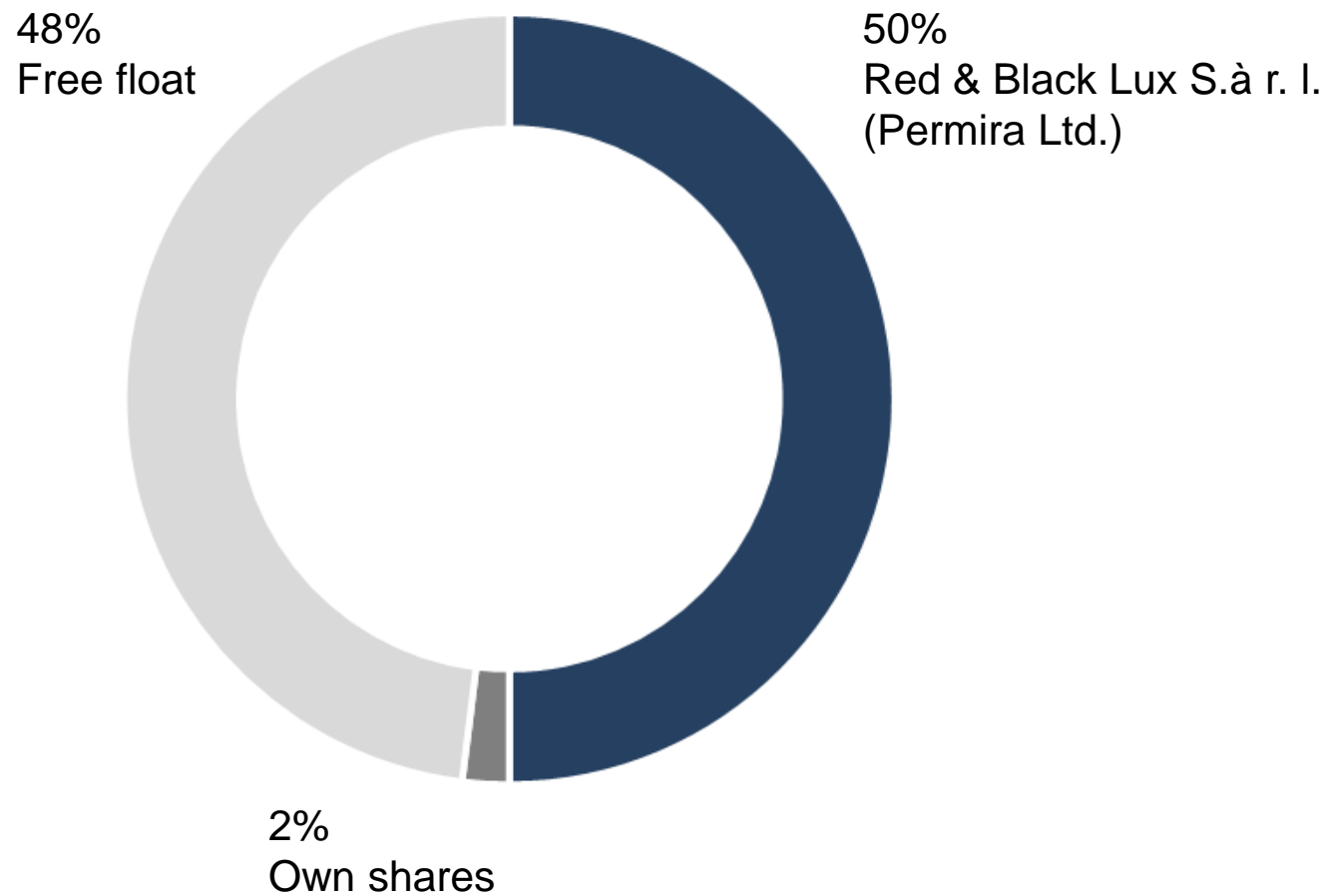
Sourcing structure

Regional split of sourcing and production volume 2013*



*80% Third party production
20% Own production

Shareholder structure*



*Source: Share register, as of July 31, 2014.

Financial calendar 2014

Date	Event
November 4, 2014	Nine Months Results
November 19, 2014	Investor Day

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Forward looking statements contain risks

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